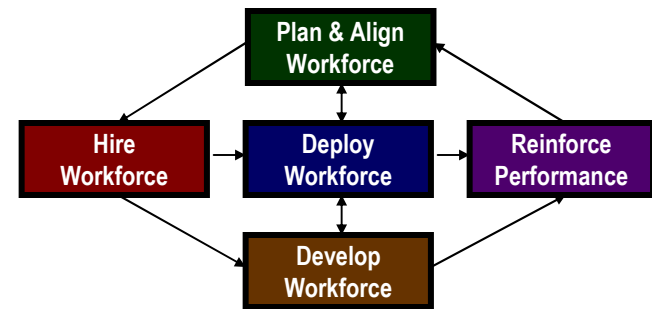




State of Washington Military Department

Human Resource Management Report

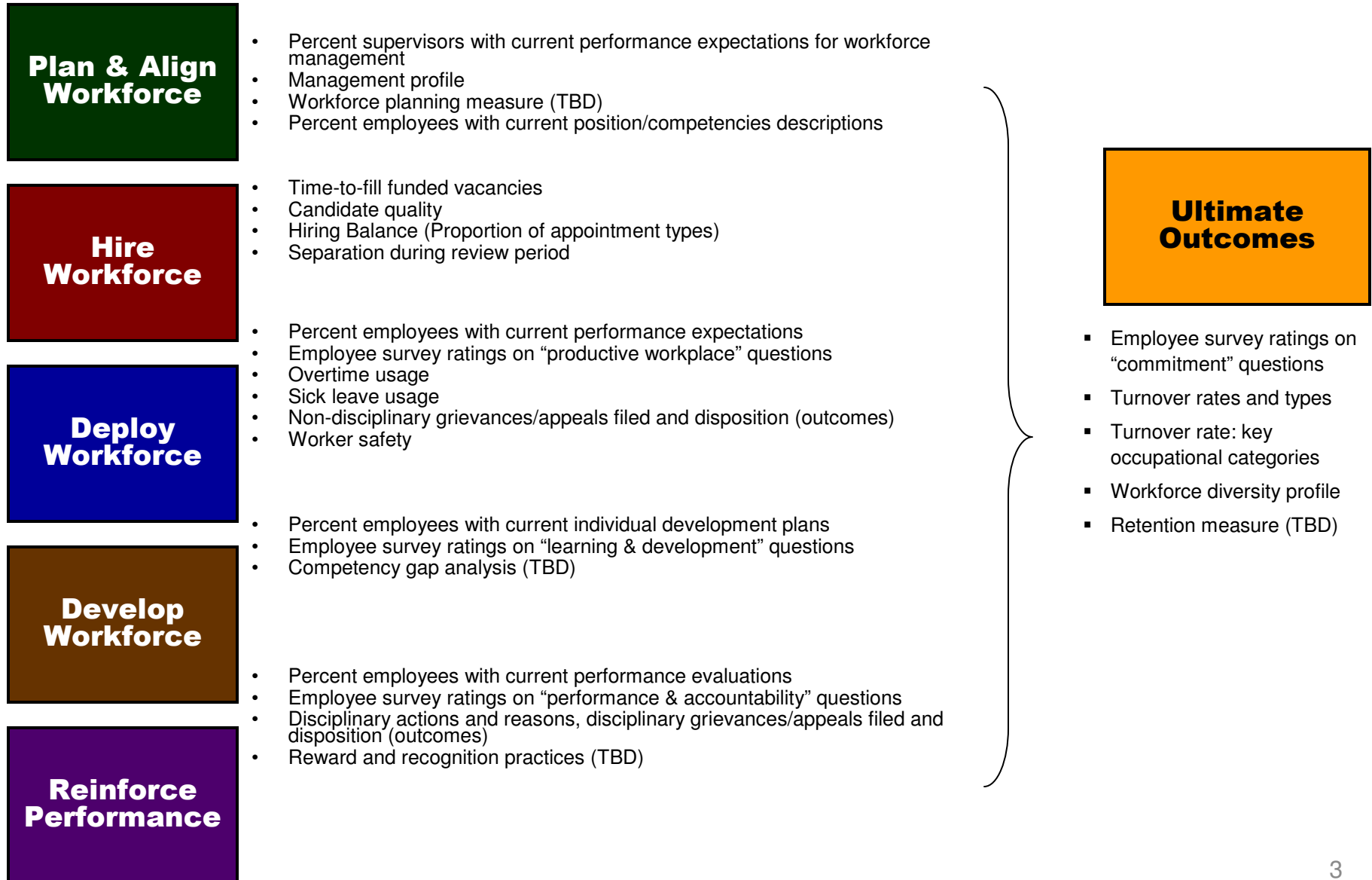


October 2007

Managers' Logic Model for Workforce Management



Standard Performance Measures



Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Percent supervisors with current performance expectations for workforce management = 63%

Total # of supervisors with current performance expectations for workforce management = 24

Total # of supervisors = 38

Analysis:

- Due to the nature of the Military Department's mission, some State employees are supervised by Federal employees. Federal supervisors and EMT members were not included in our count.
- Current performance expectations include all expectations in probationary, and trial service review period, and annual evaluations, received either on time or late, as indicated by the tracking database snapshot for the October 2007 report.

Action Steps:

- Continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner. Continue to provide this information at agency quarterly GMAP sessions.
- Continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.
- Begin tracking PDP's in HRMS
- Continue to provide EMT monthly progress reports on timeliness of PDP.
- Review and analyze reports to identify issues / areas for improvement.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

Washington Military Department

WMS Employees Headcount = 22

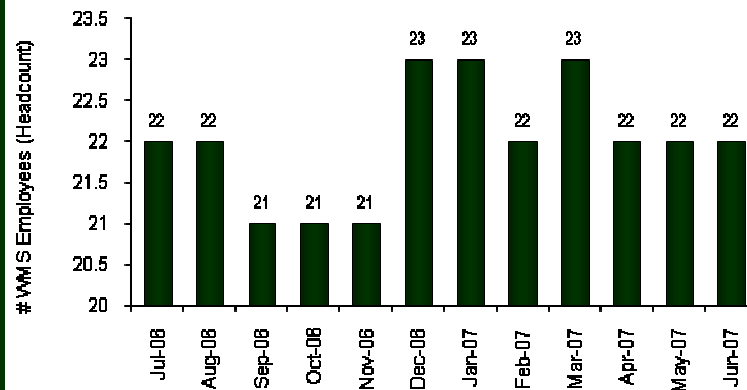
Percent of agency workforce that is WMS = 5.8%

Managers* Headcount = 34

Percent of agency workforce that is Managers* = 8.9%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend



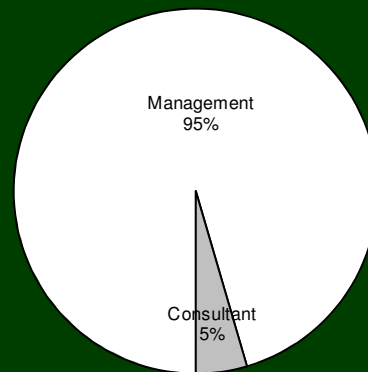
Analysis:

- The number of WMS employees increased in December due to Presidential Disaster Declarations related to the November Flooding and December Windstorm. The incumbents of these positions are in acting positions. They will resume their general service positions upon completion of the higher level responsibilities.

Action Steps:

- Continue to monitor our WMS staffing to ensure it stays below 5.9%.

WMS Management Type



Management	21
Consultant	1
Policy	0
Not Assigned	0

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

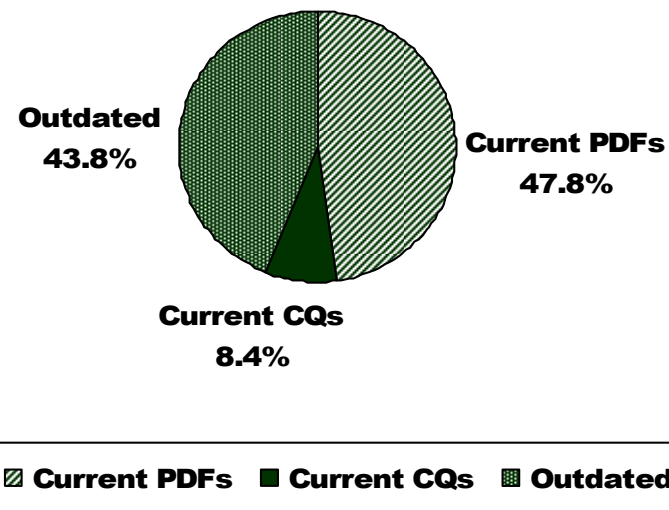
Percent of employees with current position/competency descriptions = 56.2%

Total # of employees with current position/competency descriptions* = 159

Total # of employees = 283

*Applies to permanent positions, including GS, WMS and non-Title 38 EMS

Position and Competency Descriptions



Data as of October 10, 2007
Source: PDF Tracking Log

Analysis:

- Data reflects occupied permanent positions with updated position/competency descriptions. It does not differentiate between appointment types.
- The data does not include the department's three Title 38 exempt positions.
- Current position/competency descriptions include all Position Description Forms and/or Classification Questionnaires that have been updated and signed within the last three years.

Action Steps:

- Managers and human resource staff coach and mentor supervisors regarding the completion of PDFs.
- Managers are required to review/update position/competency descriptions, both as needed and during the performance evaluation process.
- Updated position/competency descriptions are required prior to the initiation of the recruitment and/or hiring process.
- The Department will update PDF training and make it available during the next reporting period.
- HRO is implementing an aggressive program to assist managers in updating all PDF by January 2008.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Time-to-fill Funded Vacancies

Average number of days to fill*:	79.8
Number of vacancies filled:	23

*Equals # of days from creation of the requisition to job offer acceptance

Time Period: January 26, 2007 – June 30, 2007

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 53 Percentage = 81%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating “yes”:

Number = 11 Percentage = 85%

Hiring managers indicating “no”:

Number = 2 Percentage = 15%

Time Period: April 15, 2007 to June 30, 2007

Analysis:

- Department began using E-Recruiting in January of 2007
- The Department had three hard to fill positions that went over 100 days. Additionally, we hired armed security guards which require extensive background checks including a polygraph and psychological evaluation. When these four recruitments were removed, the Department's average number of days to fill was 67 days.
- Since the candidate quality process was recently implemented we are evaluating methods to increase manager participation.

Action Steps:

- Develop committee / charter to streamline appointment approval process.
- Implement monthly recruitment/vacancies meetings with Division Directors.
- Reorganize Human Resource Office to provide better customer service and increase efficiencies.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

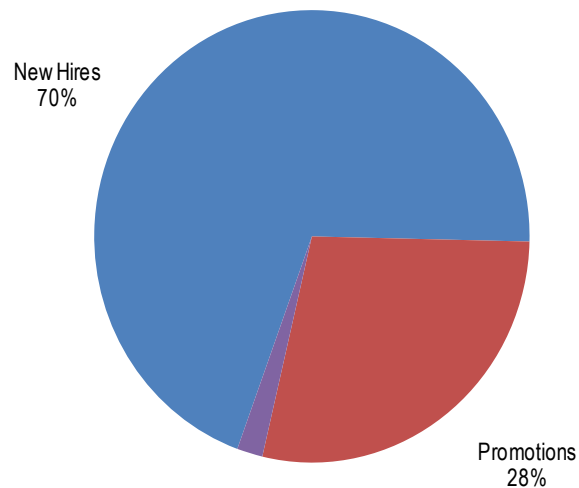
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Types of Appointments



Total number of appointments = 53*

Time period = July 1, 2007 through June 30, 2007

Includes appointments to permanent vacant positions only; excludes reassignments

*Other = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations – Voluntary 0

Probationary separations – Involuntary 0

Total Probationary Separations 0

Trial Service separations – Voluntary 0

Trial Service separations – Involuntary 0

Total Trial Service Separations 0

Total Separations During Review Period 0

Time period = July 1, 2007 through June 30, 2007

Analysis:

- Due to the Department's coding practices in HRMS, the BW does not reflect the correct number of appointments. From July 1, 2006 to June 30, 2007, the Department made 53 new permanent appointments (37 new hires, 15 promotions, and 1 exempt).

Action Steps:

- Provide recruitment training to hiring managers and supervisors in the winter of 2007.
- Continue to require reference checks and background checks on all potential hires permanent and/or nonpermanent. This includes verification of education and personnel file reviews for all current/previous state employees.
- Review HRMS coding practices.

Data as of 06/07

Source: Business Warehouse / Recruitment Log

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 65.7%

Total # of employees with current performance expectations* = 167

Total # of employees* = 254

*Applies to employees in permanent positions, both WMS & General Service

Analysis:

- Report reflects evaluations due April 1, 2007 through October 17, 2007.
- Nonpermanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay were not included.
- Current performance expectations include all expectations in probationary, trial service, review period, and annual evaluations, received either on time or late, as indicated by the tracking data base snapshot for the October 2007 report.

Action Steps:

- Continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.
- Continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.
- Begin tracking PDP in HRMS.
- EMT members are provided monthly progress reports on timeliness of PDP submission and it is reported quarterly at the agency GMAP session.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

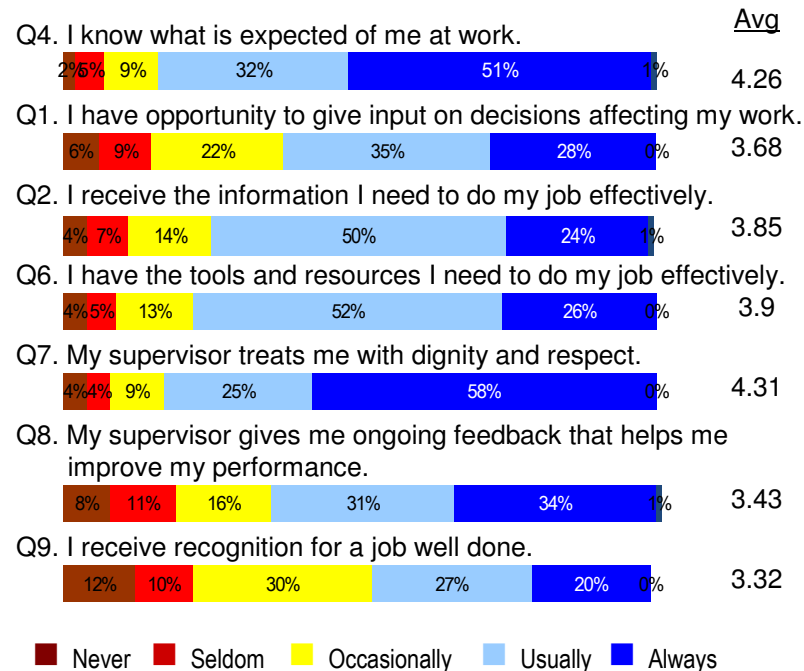
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings



Overall average score for Productive Workplace Ratings: 3.9%

Data as of 12/31/2006
Source: Employee Survey Results

Analysis:

- EMT will review Q1, 2 and 6 to determine if there are opportunities to determine more clearly what line staff need in the way of information, tools, resources and input to do their job more effectively.

Action Steps:

- Continue to monitor employee perception of day-to-day support through review of Part 3 of Performance Development Plan.
- Develop action plans if needed after analysis of questions.
- Administering Employee Survey November 1, 2007 and will analyze to current history.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

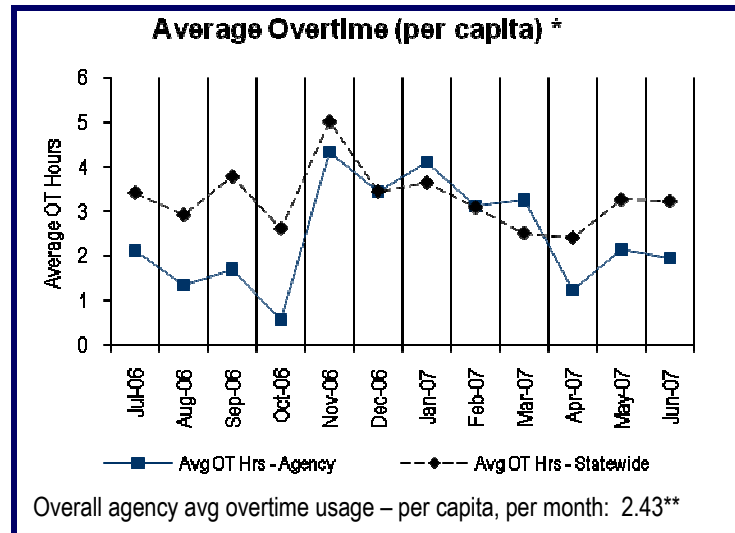
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

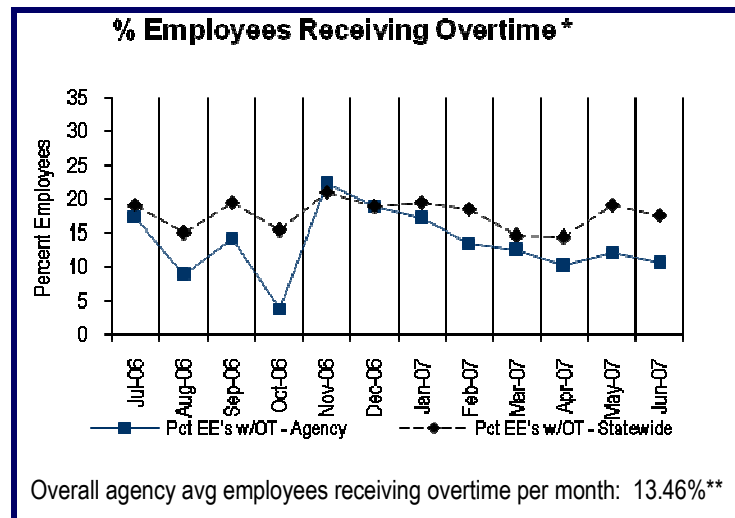
Worker safety

Overtime Usage



*Statewide overtime values do not include DNR

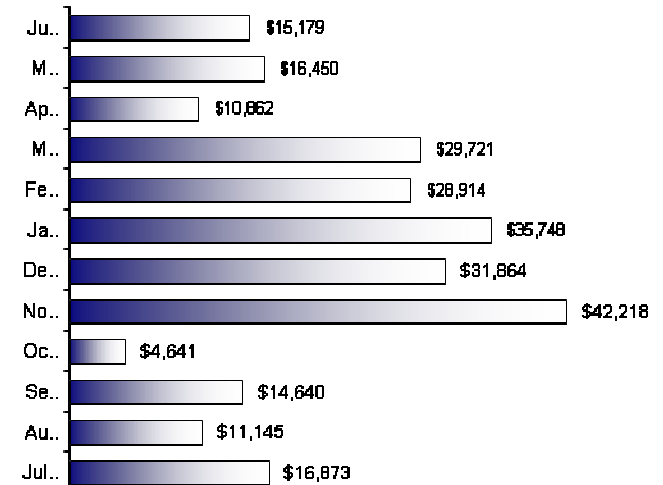
**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages divided by number of months



*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages divided by number of months

Overtime Cost - Agency



Analysis:

- The Department's overtime cost increased significantly in November through January due to Presidential Disaster Declarations resulting from the November flooding and the December windstorm.
- We have not set a numerical goal for overtime as it is driven by events beyond the control of the agency (natural disasters). Overall the Department's overtime rate is lower than the state average.

Action Steps:

- Monitor utilization of overtime and report out to EMT as appropriate.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

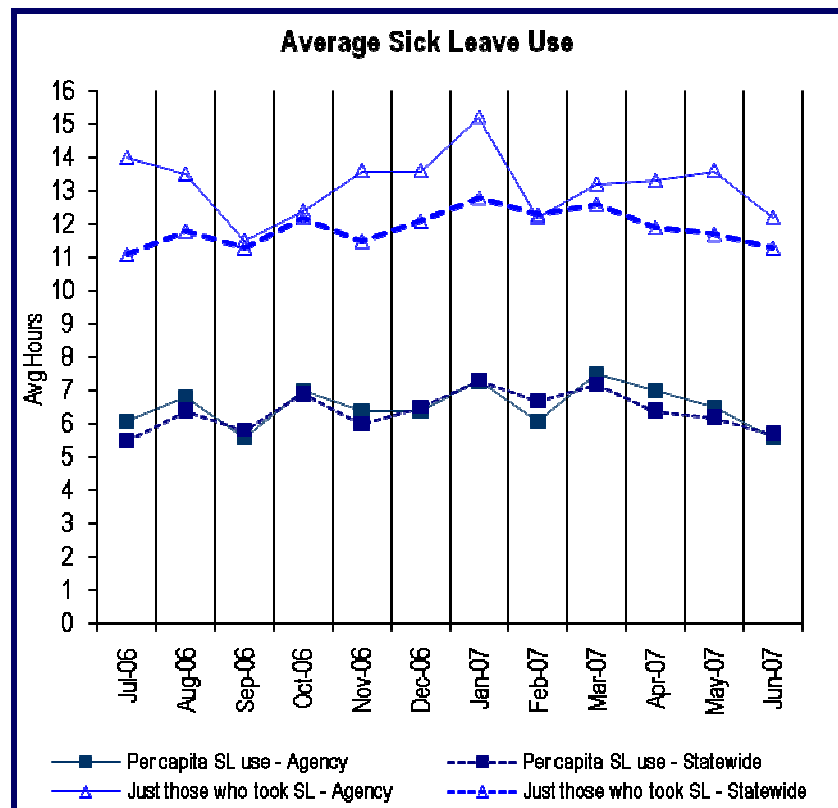
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage



Analysis:

- The Department's sick leave usage is higher than the statewide average.

Action Steps:

- Conduct more in-depth data analysis to review leave usage for patterns or leave abuse regarding unplanned leave by October 31, 2007
- Continue to provide case-by-case assistance to manager regarding leave abuse issues.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
6.5 Hrs	82.9%	6.4 Hrs	82.5%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
13.2 Hrs	164.7%	11.9 Hrs	148.4%

Sick Leave time period = July 1, 2006 through June 30, 2007

* Statewide data does not include DOL, DOR, L&I, and LCB

Source: Business Warehouse

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

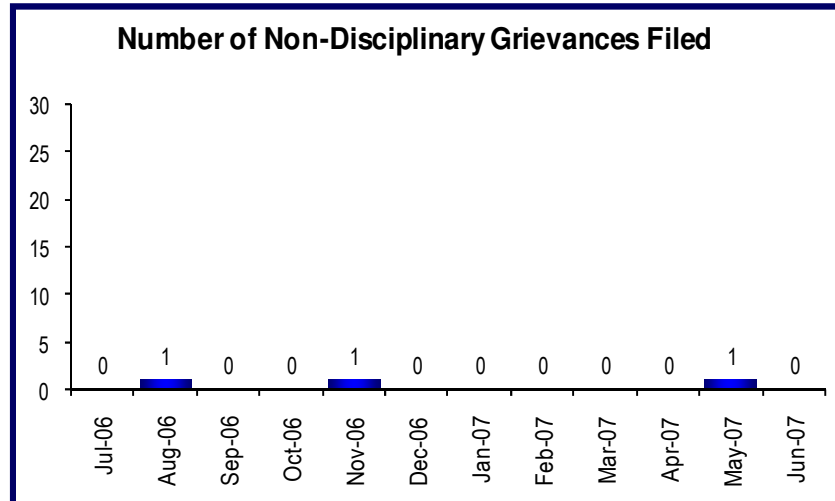
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

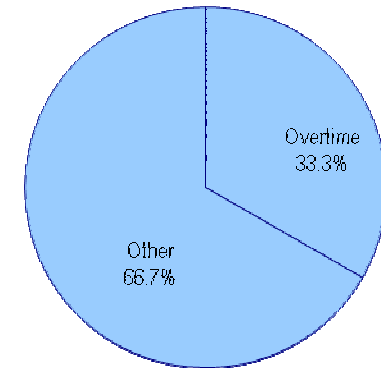
Non-Disciplinary Grievances (represented employees)



Total Non-Disciplinary Grievances = 2

Washington Military Department

Type of Non-Disciplinary Grievances



Non-Disciplinary Grievance Disposition*

(Outcomes determined during 07/01/2006 through 6/30/07)

- One was withdrawn by the WFSE
- One was withdrawn by the WPEA
- One was settled.

Analysis:

- The Washington Military Department has an effective working relationship with both the WPEA and the WFSE. This has facilitated information sharing and resolution of issues at the lowest possible level.

Action Steps:

- Continue to maintain strong working relationships with union personnel.

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of 6/30/2007
Source: Grievance Records

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Filings for DOP Director's Review

Time Period = 7/06 through 6/07

- 0 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

Time Period = 7/06 through 6/07

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

Total outcomes = 0

Time Period = 7/06 through 6/07

Total outcomes = 0

Time Period = 7/06 through 6/07

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported.

Workplace is safe, gives capacity to perform, & fosters productive relations.

Employee time and talent is used effectively.

Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Military Department

Analysis:

- Department is above the HRM1R Total Injuries in all three areas identified.
- Department conducted a GAP Analysis and identified four key areas for improvement. These areas are identified in the action plan.
- Established and recruited new Safety Program Manager position. The new Safety Program Manager starts 10/16/2007.

Action Plan:

1. Ensure staff assigned safety duties have the work time allocated to perform those duties.
2. Develop and implement a process for all employees will have their workstations / activities reviewed to identify hazards.
3. Conduct emergency drills with employees twice a year.
4. Train managers to include safety as a component of the Performance Development Plan (PDP)

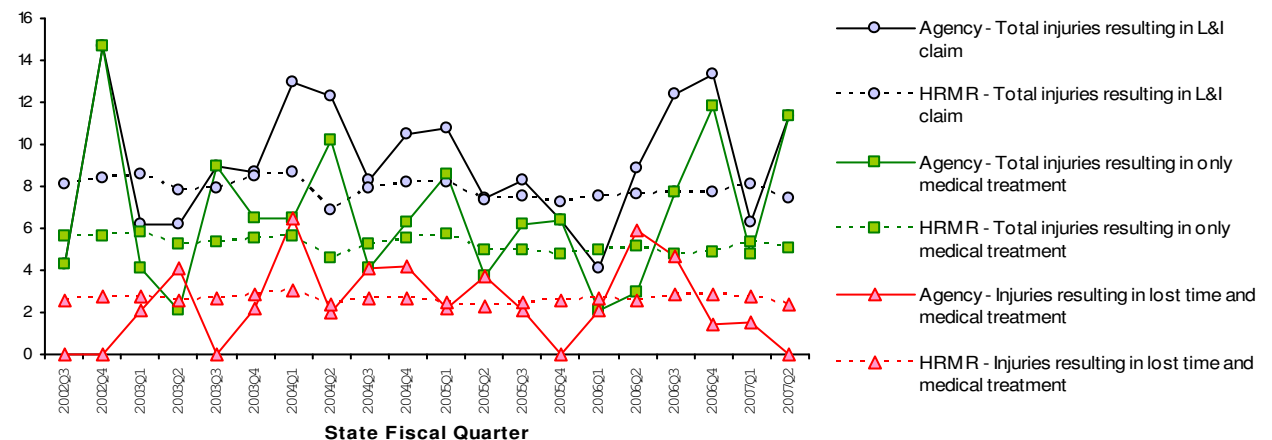
Allowed Annual Claims Rate[^]:

Agency vs. All HR Management Report (HRMR) agencies

*Annual claims rate is # claims / 100 FTE

1 FTE = 2000 hours

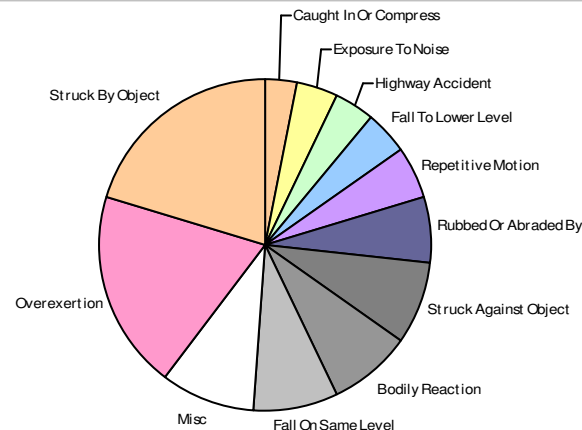
[^]Due to natural lag in claim filing, rates are expected to increase significantly over time



Injuries by Occupational Injury and Illness Classification (OIICS) event:

For fiscal period 2002Q3 through 2007Q2

(categories under 3% or not adequately coded are grouped into 'misc.')



Oiics Code	Oiics Description	Percent	Number
21	Bodily Reaction	8%	8
03	Caught In Or Compress	3%	3
35	Exposure To Noise	4%	4
13	Fall On Same Level	8%	8
11	Fall To Lower Level	4%	4
41	Highway Accident	4%	4
-	Misc	9%	9
22	Overexertion	19%	19
23	Repetitive Motion	5%	5
05	Rubbed Or Abraded By	6%	6
01	Struck Against Object	8%	8
02	Struck By Object	20%	20

Source: Labor & Industries, Research and Data Services (data as of 09/03/2007)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

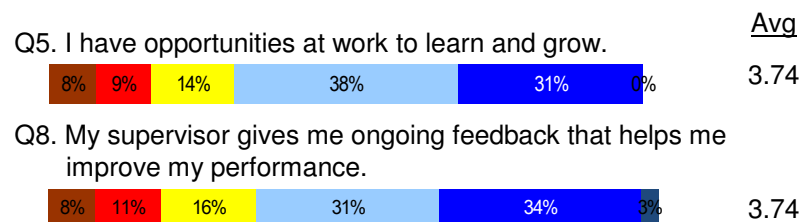
Percent employees with current individual development plans = 65.7%

Total # of employees with current IDPs* = 167

Total # of employees* = 254

*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings



Overall average score for Learning & Development Ratings: 3.7

Analysis:

- Nonpermanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay **were not** included.
- Current Individual Development Plans (IDP) include all plans provided as probationary, trial service, review period, and annual evaluations, received either on time or late, as indicated by the tracking data base snapshot for the 2007 report.

Action Steps:

- Continue analyzing PDP submission to determine if viable IDP's are being developed and outlined by supervisors.
- Continue to consult with supervisors in the identified areas and develop strategies for assuring the various components of the IDP's are completed.

Current Performance Evaluations

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
Reward and recognition practices (TBD)

Percent employees* with current performance evaluations = 75.6%

Total # of employees with current performance evaluations* = 192

Total # of employees* = 254

*Applies to employees in permanent positions, both WMS & GS

Analysis:

- Non-permanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay were not included.
- Current performance feedback for all employees including those in probationary and trial service review periods, and annual evaluations, received either on time or late, as indicated by the tracking data base snapshot for the October 2007 report.

Action Steps:

- Continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.
- Continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.
- Begin tracking PDPs in HRMS.
- We have an Access database and manually track PDP submission. EMT members are provided monthly progress reports on timeliness of PDP submission and it is reported out quarterly at the agency GMAP

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

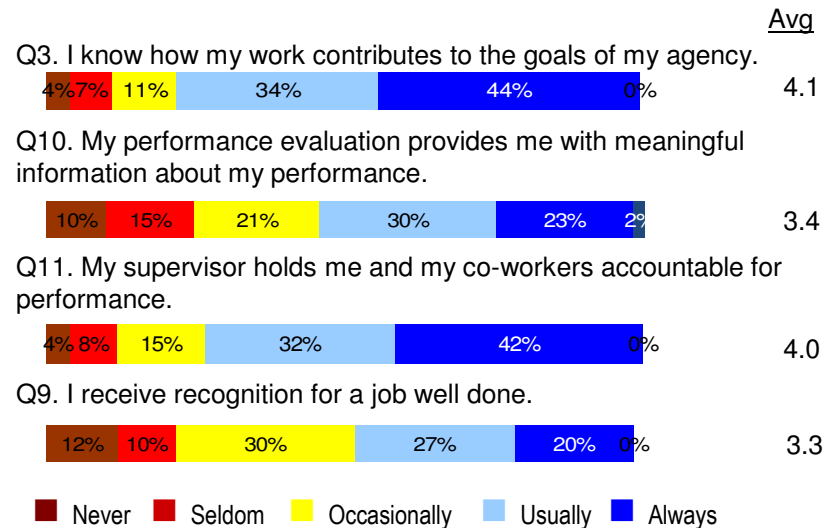
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings



Overall average score for "Performance & Accountability" ratings: 3.7

Analysis:

- WMD is currently moving towards 100% current evaluations on staff. Attainment of this goal will mean feedback is timely, next steps will be to make it meaningful to the employee. It appears from our ratings that we may not be giving individual recognition from the supervisor level.

Action Steps:

- Determine what would be meaningful in the way of recognition. We currently have quarterly recognition in each division and an agency wide event during PSRW.

Formal Disciplinary Actions

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken

Time period = July 2006 through June 30, 2007

Dismissals	2
Demotions	0
Suspensions	0
Reduction in Pay (tracked by agency)*	0
Total Disciplinary Actions*	2

* Reduction in Pay is not currently available in HRMS/BW.

Analysis:

- The Department had two dismissals during the reporting period. Additionally there were two instances where the pre-determination process was initiated and the employee chose to resign prior to formal disciplinary action being taken.

Action Steps:

- Continue to investigate allegations of misconduct and take the appropriate level of discipline where warranted.

Issues Leading to Disciplinary Action

- Misuse of state resources.
- Inappropriate use of the computer

Data as of June 30, 2007
Source: HRMS BW

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

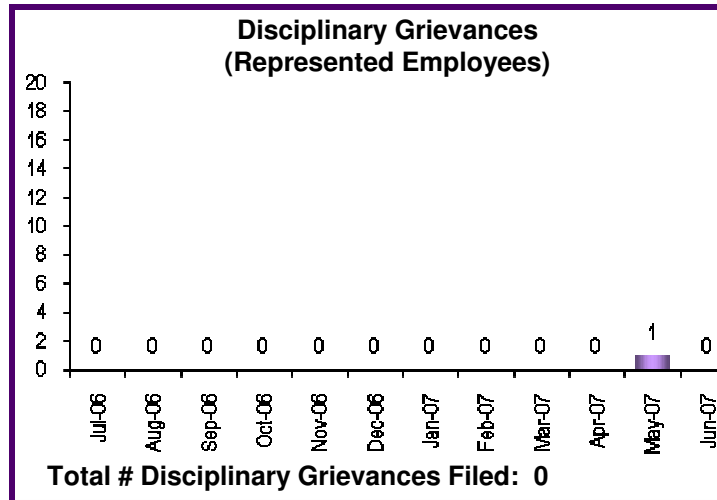
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = 7/06 through 6/07

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Time period = 07/06 through 6/07

- Grievance was settled.

Disposition (Outcomes) of Disciplinary Appeals*

Time period = 07/06 through 6/07

- There were no disciplinary appeals filed during this reporting period.

*Outcomes issues by Personnel Resources Board

Data as of June 30, 2007

Source: Appeals and Director's Review Data on hr.dop.wa.gov

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

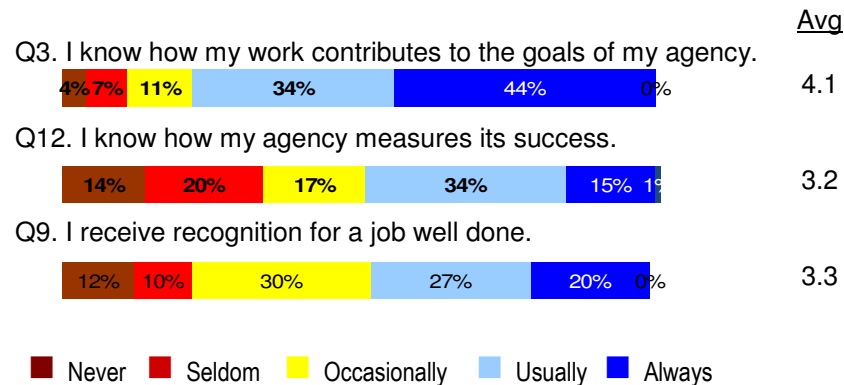
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings



Overall average score for Employee Commitment ratings: 3.5%

Analysis:

- Overall employees are committed to the mission of the agency and understand how their work contributes.

Action Steps:

- We will continue to develop more effective ways of informing line staff of our strategic plan and GMAP measurements and their impact on those.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

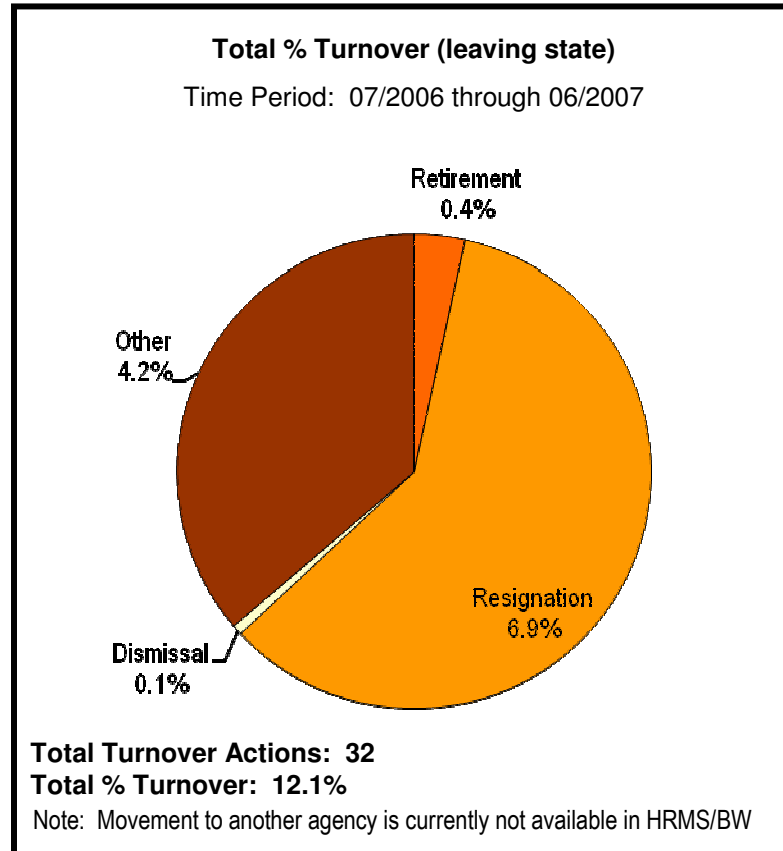
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates



Analysis:

- The graph does not represent movement to another agency as this information is currently not available in HRMS/BW.
- The Department monitors the number of permanent state employees leaving on a quarterly basis through our agency GMAP presentations. We have set a goal to maintain a 6% or less turnover rate. The turnover rate reported at GMAP sessions for the last year were:
 - QTR 1 = 3%
 - QTR 2 = 4%
 - QTR 3 = 3%
 - QTR 4 = 4%
- Department began conducting exit interviews in September 2007

Action Steps:

- Continue to monitor turnover data at a division level on a quarterly basis to identify trends and develop action plans if necessary.
- Analyze exit interview data.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

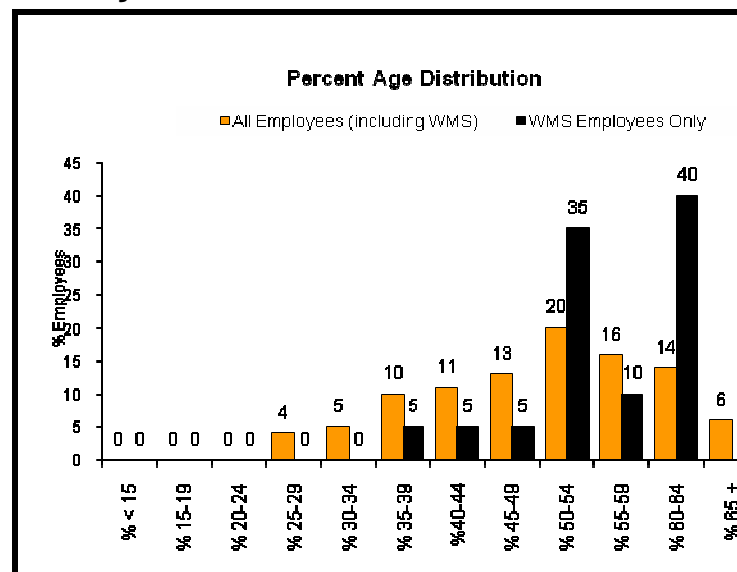
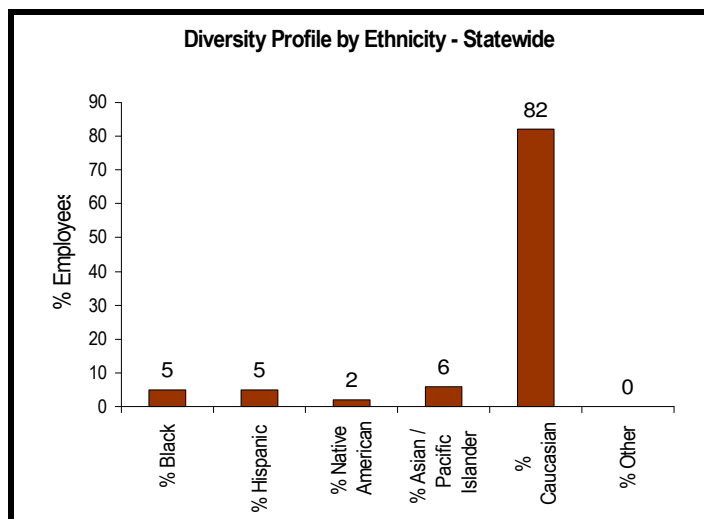
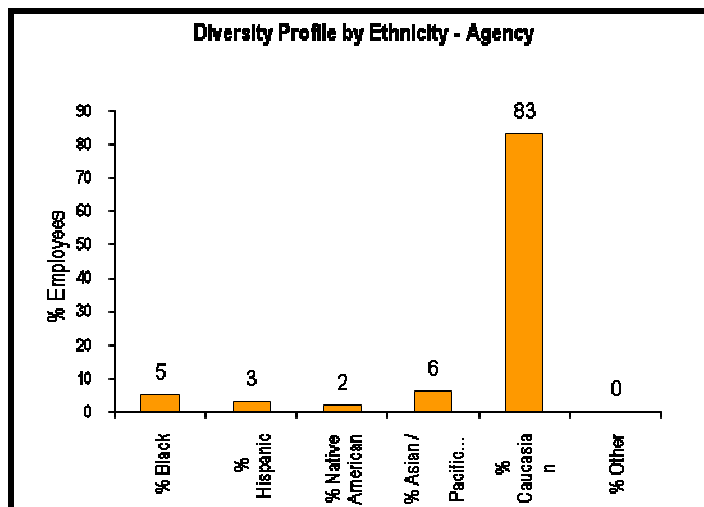
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

	Agency	State
Female	31%	52%
Disabled	6%	5%
Vietnam Vet	16%	7%
Disabled Vet	6%	2%
People of color	16%	18%
Persons over 40	80%	75%



Analysis:

- The Department is making progress towards meeting our diversity goals. We have made significant gains in recruiting and retaining females into our professional job group. We need to continue to focus our efforts on recruiting women and minorities.

Action Steps:

- Continue the Department's progress towards meeting our Affirmative Action goals. Continue to provide quarterly updates at agency GMAP
- Continue to attend diversity and recruitment roundtable meetings.